



2025 Annual Report



REMP

REGIONAL EMERGENCY
MANAGEMENT PARTNERSHIP
in the Capital Region

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Message from the Co-Chairs

We are pleased to share the REMP 2025 Annual Report and to reflect on the past year of collaboration across our Partnership.

In 2025, many communities in the Capital region experienced emergency events such as wildfire and extreme weather, which emphasized the importance of coordinated planning and response among partners.

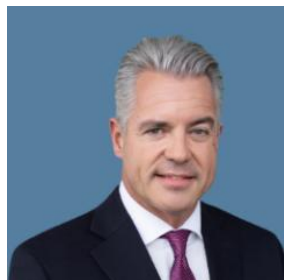
Over the past year, REMP focused on three key priorities: strengthening the region's ability to plan for and respond to emergency events, enhancing regional emergency response communications, and continuing to support our partners' understanding of hazards, risks, and vulnerabilities.

To advance these priorities, REMP conducted Exercise Clear Signal, which brought regional partners together to test and evaluate emergency communication and coordination tools in a simulated environment. The exercise highlighted the importance of coordinated messaging practices and was a key component to the development of REMP's comprehensive all-hazard internal communications process to improve coordination and information sharing across the region.

REMP demonstrated its ability to convene subject matter experts, share knowledge, strengthen collaboration, and enhance regional awareness and preparedness through the sharing of best practices related to tsunami risk and updating the regional emergency support services map. The team also supported four Regional Emergency Coordinators Advisory Commission meetings, six Local Government Emergency Program Advisory Commission meetings, three Steering Committee meetings, and one REMP Policy Group meeting.

In September 2025, REMP welcomed the Ministry of Health and the Climate Action Secretariat as the new REMP Steering Committee members, who replaced the Ministry of Housing and Municipal Affairs and the Ministry of Social Development and Poverty Reduction. We thank all past and present Steering Committee members for their contribution.

We also want to extend our sincere appreciation to our partners who have contributed to and supported the Partnership over the past year. As we move forward, we remain committed to advancing our shared vision of a disaster resilient region.



Ted Robbins, Local Co-Chair
*Chief Administrative Officer
Capital Regional District*

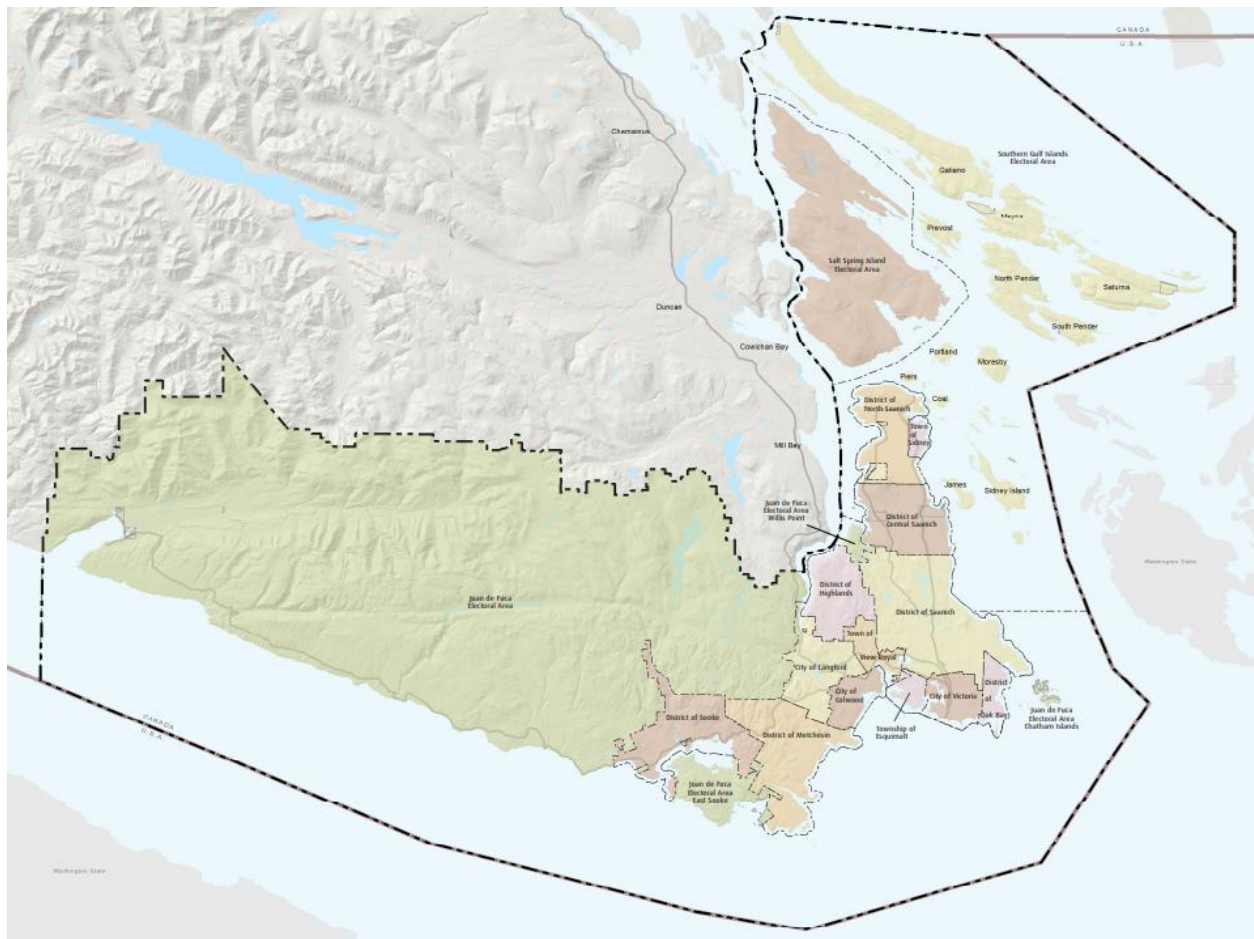


Monica Cox, Provincial Co-Chair
*Assistant Deputy Minister
Ministry of Emergency Management
and Climate Readiness*

Regional Emergency Management Partnership

The Regional Emergency Management Partnership (REMP) is a 50/50 partnership between the BC Government and the Capital Regional District (CRD) and was established through a Memorandum of Understanding (MOU) in 2016. REMP works to build a disaster resilient region by enhancing regional emergency management planning and coordination.

The Partnership supports collaboration between the region's 13 municipalities, three electoral areas and many First Nations whose territories fall within the region. REMP supports regional planning efforts where coordination extends beyond the legal mandates of local, regional, and provincial organizations. REMP accomplishes this through the organization of workshops, forums and regional exercises. Additionally, REMP develops tools and resources, leads projects, and facilitates post-event debriefs and after-action reviews to enhance learning and continuous improvement.



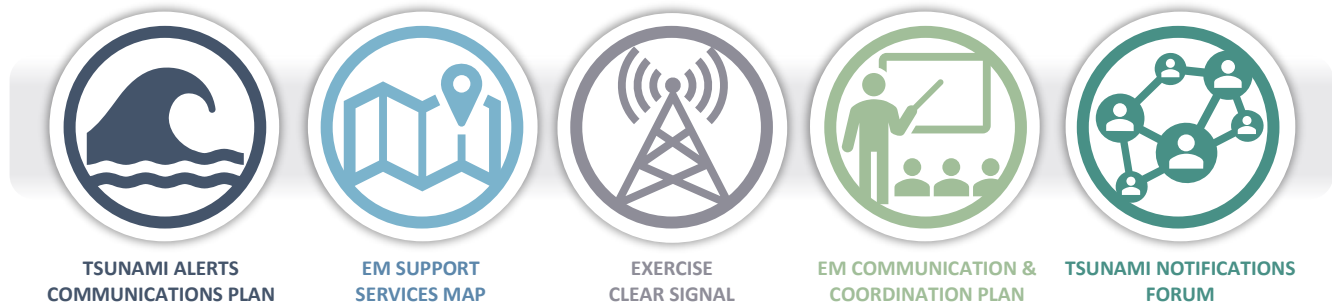
A map of the member municipalities within the Capital region (Capital Regional District, Data Services Branch. *Capital Regional District Administrative Boundaries*. Scale 1:366,355. British Columbia: Capital Regional District, January 2017.)

Strategic Plan

REMP's 2023-2027 strategic plan (Appendix A) outlines a vision for a disaster-resilient region. Rooted in disaster risk reduction, shared accountability, and evidence-based decision-making principles, the plan emphasizes a proactive, multi-sectoral approach to identifying, assessing, and mitigating hazards while building community capacity. By prioritizing innovation, inclusivity, and flexibility, REMP aims to effectively address diverse needs, viewing planning as a continuous improvement process that fosters community resilience.

2025 REMP Initiatives

2025 Highlights



Emergency Communications Plan for Tsunami Alerts

Previous events and exercises led the Local Government Emergency Program Advisory Commission (LGEPAC) to create an Emergency Communications Plan for Tsunami Alerts (Plan), demonstrating a clear need for shared communications planning.

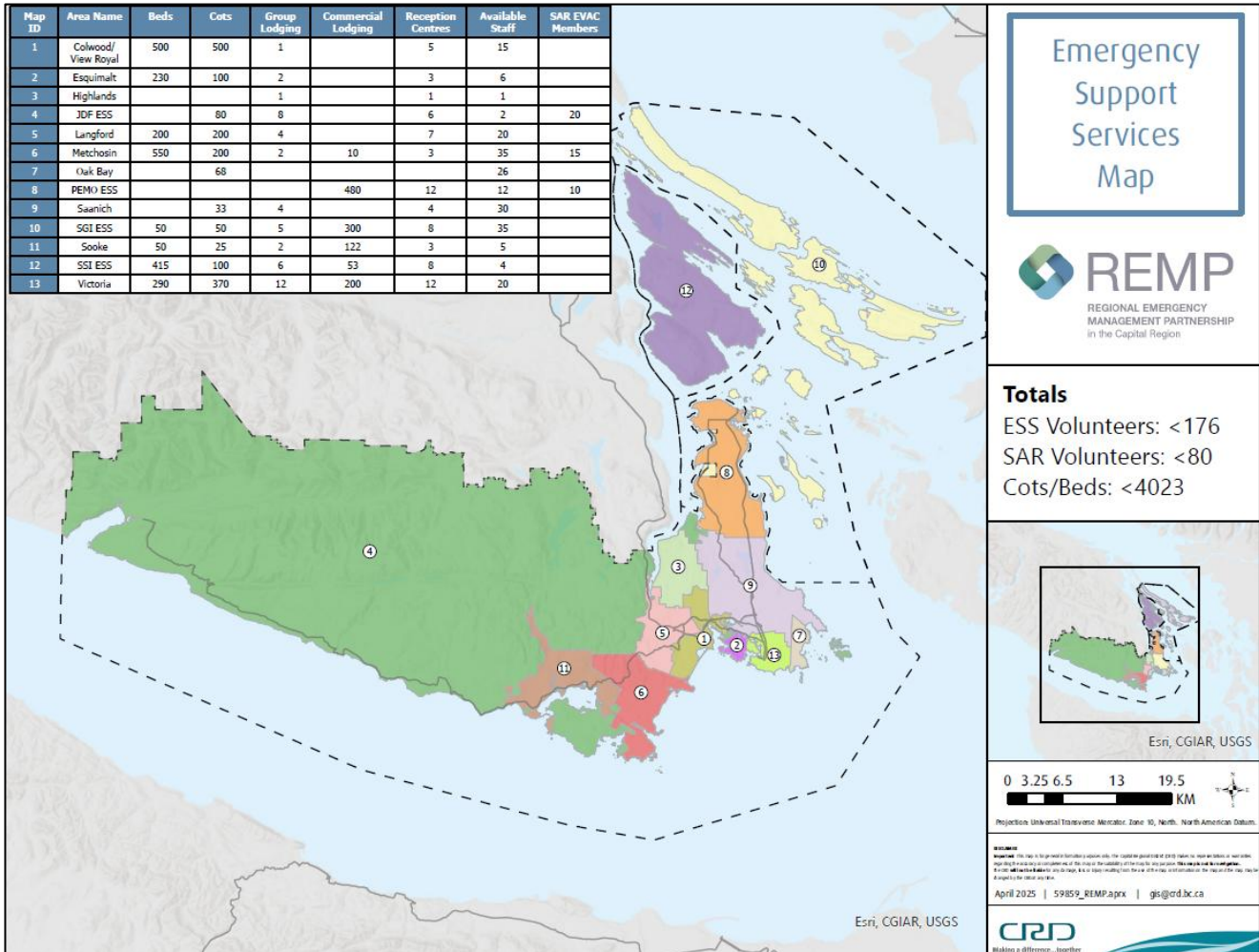
In 2025, REMP worked with the region to update the Plan. Updates include:

- revised tsunami alert definitions to match the Province of British Columbia's Tsunami Notification Process Plan;
- updates to the general language to align with exercise feedback;
- a new emergency communications procedure with a process flow chart;
- updates to the plan maintenance and review period; and,
- new alert level information to align with the Prepare Yourself Guides.

Further dialogue with LGEPAC highlighted the need for a similar plan to cover other hazards in the region. The Capital Region Emergency Communication and Coordination Plan developed in 2026 extends the work done on the Emergency Communications for Tsunami Alerts plan to other hazards.

Emergency Support Services Map

In 2023, REMP created the Emergency Support Services (ESS) map for the Capital region. In 2025, REMP made updates to the map. The map indicates the ESS resources available within municipal and electoral area emergency programs within the Capital region. This tool provides a visual guide to assist emergency programs in identifying resources available during large-scale events to improve coordination efforts.



2025 Emergency Support Services Map (GIS Branch, Capital Regional District. *Emergency Support Services Map*. British Columbia: Regional Emergency Management Partnership, April 2025.)

Exercise Clear Signal

Since 2022, REMP has hosted several cross-jurisdictional evacuation workshops and exercises as part of an ongoing multi-year effort to improve strategic clarity and operational readiness around regional evacuation planning.

In 2025, REMP held Exercise Clear Signal to deepen understanding of the community-to-community coordination and communication required during a cross-jurisdictional evacuation. This was achieved by testing existing communication tools, discussing various requirements and resources, and identifying priorities.

Exercise Clear Signal key findings

Communication tools strengths and weaknesses

- Connect Rocket is effective for initial notifications but lacks structure
- MS Teams could be used for coordination but is not user friendly

Notification protocols and practices

- Need for situationally appropriate EM notifications
- Preference for proactive increased notification frequency
- Need for clear expectations & standardized calling practices

Coordination and governance

- Shared Emergency Operations Centres (EOCs) may be challenging
- Concurrent operations with mutual aid could be explored

Public messaging improvements

- Need for coordinated messaging practices
- Regional community of practice for Public Information Officers

Support personnel challenges

- There is a shortage of trained personnel to support evacuation
- No inventory of resource availability or identified competencies

The exercise identified that developing standardized messages for key hazards with flexibility for local governments to make minor amendments (i.e. look, feel, tone, etc.) would expedite regional coordination and maintain consistent messaging.

The workshops and exercises completed to date have identified and reconfirmed cross-jurisdictional evacuation planning needs. As part of the 2026 Business Plan, REMP aims to summarize the work to date and host workshop sessions with the region to identify future evacuation needs and goals.

Capital Region Emergency Communication and Coordination Plan

Regional disasters and major emergencies require coordination to improve the effectiveness of emergency notifications. The timely and effective exchange of emergency information at the regional level is critical to the success of the response and to ensure public confidence in local government.

The Capital Region Emergency Communication and Coordination Plan (Plan) provides a comprehensive framework to enhance regional emergency coordination and communication in an all-hazards context, promoting consistency and clarity across REMP member communities. It outlines recommended practices and processes for emergency notification and alerting before and during emergency events and provides guidance on communication methods for local emergency programs to coordinate effectively at the onset of such events.



The Plan builds on foundational work, such as the Emergency Communications Plan for Tsunami Alerts, adopts an all-hazards perspective, and embeds best practices for Broadcast Intrusive Alerting across the region. The Plan also introduces standardized message templates and unified hazard terminology, ensuring that emergency notifications are delivered consistently and efficiently to all participating communities.

As part of the 2026 Business Plan, REMP will conduct a tabletop exercise with the region to validate the Plan.

Regional Tsunami Notifications Forum

Tsunami risk notification and public messaging alignment has been an ongoing challenge in the Capital region with recent emergency exercises and experiences with real-world tsunami notification events (2018 and 2025) demonstrating persistent issues, such as problems with how tsunami-related notifications are distributed to communities due to the current geographic delineation of tsunami notification zones.

In response, the region has undertaken several proactive initiatives, including the development of regional tsunami modelling, the launch of a public mapping tool, and the creation of a coordinated communications plan for local emergency programs; however, the delineation and misalignment of tsunami zone boundaries remains an issue.

In 2025, REMP undertook planning and preparation for the regional forum on tsunami risk and held the session in early 2026.



The Regional Tsunami Notifications Forum

Objectives:

- Improve shared understanding among regional partners of the current provincial tsunami notification system, including NTWC's pre-set criteria, analysis processes, and the practical implications of twinning Zones C and D for Capital Region communities.
- Explore options to address identified challenges, including the feasibility of integrating localized tsunami hazard assessments into provincial notification messaging.
- Identify strategies to strengthen regional coordination and public confidence through clear, consistent, and aligned tsunami-related communication, particularly if Zone C and D notifications remain linked.

The forum brought together specialists from EMCR, academic experts, seismic experts, and local authorities to share their knowledge and expertise as it relates to tsunami risk, wave detection, and regional modelling. The session provided opportunities for regional partners to hear directly from tsunami experts, ask questions, share local perspectives, and discuss challenges related to the current “twinning” of BC Tsunami Zones C and D, as well as to explore how to improve regional tsunami notification practices to ensure tsunami alerts are clear, consistent, accurate, and locally relevant and meaningful. The forum and facilitated discussion resulted in a number of key findings and recommendations regarding:

- Seismic Risk and Tsunami Risk to BC
- The National Tsunami Warning Centre's notification system and its limitations
- EMCR's Roles, Responsibilities, and Capabilities
- Local Government Operations and Realities
- Understanding Tsunami Modelling and Local Implications

Strengthening the Partnership

REMP 2023-2027 Strategic Plan Accomplishments

Over the past year, REMP has worked to build a disaster-resilient region by enhancing regional emergency management planning and coordination. In 2025, REMP continued to focus on strengthening the structures and systems needed to advance its 2023-2027 Strategic Plan.

Key efforts included a regional exercise, updates to the regional Tsunami Communications Plan and ESS Resource map, the development of a Capital region Emergency Coordination and Communication Plan and developing the content for a forum on tsunami risk notifications. These initiatives set the stage for continued progress in building resilience and preparedness across the Capital region.

Local Government Emergency Program Advisory Commission (LGEPAC)

In 2025, REMP continued to support LGEPAC by providing essential administrative and operational assistance. REMP arranged meeting venues, developed agendas, recorded minutes, and coordinated action items. Several key topics were presented on, of which some included the Recovery and Resilience Framework, the region's Extreme Weather Response Plan, the Integrated Partnership for Regional Emergency Management (IPREM)'s Disaster Communication Strategy, and Health Emergency Management's presentation on supporting reception centers and the tracking of resources.

Regional Emergency Coordination Advisory Commission (RECAC)

RECAC, comprising over 50 organizations, resumed meetings in May 2024 to enhance regional emergency coordination and foster stronger relationships.

In 2025, REMP continued to support RECAC by providing essential administrative and operational assistance to four meetings. REMP arranged meeting venues, developed agendas, recorded minutes, and coordinated action items. Presenters included The Salvation Army, St. John's Ambulance, the Union of British Columbia's Municipalities, and the Western Canada Marine Response Corporation.

REMP Administration and Governance

2025 Business Planning

In the summer of 2025, REMP engaged the region to gather input for the development of the 2026 Business Plan. Sessions were conducted through one-on-one interviews and groups discussions and sought to identify regional emergency management priorities, exercise and workshop topics, and opportunities for knowledge sharing. Key themes included the need for stronger regional communication, enhanced emergency operations centre capacity, and coordinated planning for evacuations. The final Plan was shared with LGEPAC for approval in October 2025 before being approved by the REMP Steering Committee in December 2025.

Annual Policy Group Meeting



REMP Policy Group

As outlined in the REMP Memorandum of Understanding (MOU), the Policy Group comprises of the CRD Board Chair, representing the CRD, and the Minister of Emergency Management and Climate Readiness, representing the province. The group is responsible for setting policy and direction, recommending regulatory or legislative changes, ratifying the business plan and budget, and liaising with other elected officials as needed.

On April 14, 2025, the Policy Group convened to officially ratify the 2025 Business Plan and budget. The meeting highlighted the recent seismic activity in February, included a review of the partnership's accomplishments to date and included a forward-looking discussion on its strategic direction, reinforcing the group's commitment to advancing emergency management initiatives in the region.

Quarterly Steering Committee Meetings

The REMP Steering Committee collaborates to set priorities, allocate resources, and engage with senior decision-makers to advocate for REMP's initiatives. Effective communication and engagement with the Steering Committee are integral to REMP's operations and decision-making processes. In 2025, the Steering Committee held three regular meetings. These meetings supported discussions on the Partnership's projects and included presentations on the Indigenous Engagement Requirements (IER) funding program, extreme cold weather response, and climate mitigation and adaptation work.

Looking Ahead: Building Resilience in 2026

As we look ahead to 2026, REMP remains committed to advancing its strategic priorities while addressing emerging challenges.



2026 Business Plan

Regional Communications Plan Validation Exercise

Participants endorsed a tabletop exercise designed to evaluate the effectiveness of the newly developed regional communications and coordination plan for Spring 2026.

2026 Regional Forum

A regional forum will be hosted in 2026, with the topic to be finalized early in the year based on interest.

Regional Evacuation Plan Review

A structured review of past evacuation planning work across the region will be facilitated to identify common gaps, areas for alignment, and opportunities for harmonized guidance. This review will inform future regional or sub-regional planning efforts and support community-level improvements.

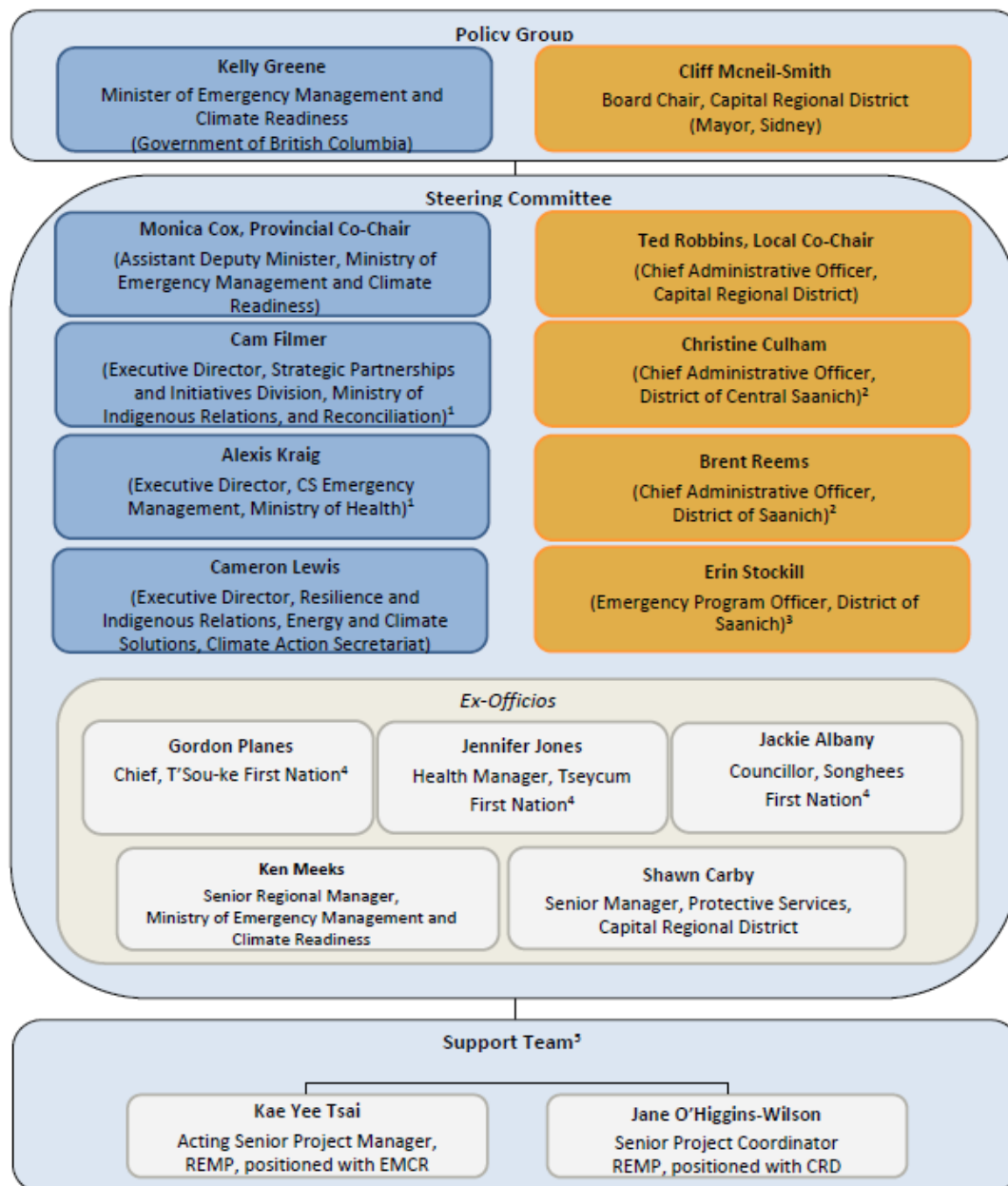
Development of a Regional Concept of Operations (Con Ops) and Disaster Mutual Aid Agreement (DMAA)

Work will begin on the possibility of a regional Concept of Operations to clarify how jurisdictions will coordinate and share resources during events impacting multiple communities and how a related disaster mutual aid agreement could work.

Routine Partnership Business

Work will continue to ensuring sufficient resources and allocation are assigned to support REMP activities such as the 2026 Annual Report, 2027 Annual Business Plan, and the 2027-2031 Financial Plan.

Organizational Chart



Notes:

- 1) Provincial representatives are recommended by the Assistant Deputy Minister's Committee on Disaster Risk and Emergency Management
- 2) CAO representatives are appointed by the Local Area Administrators and approved by the CRD Board
- 3) Representative elected by the Local Government Emergency Program Advisory Commission
- 4) Interim First Nations Representative
- 5) Partnership oversight is provided by EMCR (supervision of staff, finance, agenda coordination for Policy Group and Steering Committee)

2025 Year-End Financial Statement

Revenue

CRD Requisition	150,075
Provincial Government	125,000
Grant - Provincial	40,327
Total Revenue	\$ 315,402

Expenditures

Salaries and Benefits	132,509
Consulting – REMP Projects	40,327
Regional Communication and Coordination Plan	23,666
Cross-Jurisdictional Evacuation Coordination	16,661
Conference Registrations	-
Professional Development	1,000
Travel	318
Advertising and Catering	140
CRD Allocations (Network support and other administrative services from the CRD) + advertising and meeting expenses	25,079
In-kind EMCR Allocations (Partnership management, supervision of REMP staff, office space and operating support)	
In-kind EMCR Allocations are not factored into the total expenditures	135,727
Total Expenditures	\$ 199,373